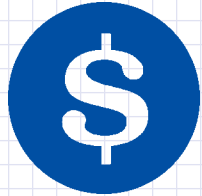


# 5.0 - A Strong Economy

## 5.1 - Introduction



City government must help to foster a strong economy so that Grand Rapids' residents prosper, and that revenues needed to provide important urban services and amenities are available. The citizens of Grand Rapids recognize the importance of continuing business and institutional investment, but seek to balance economic growth with priorities for neighborhoods, the environment and the quality of development.





## Why are Major Employers Important?

The citizens of Grand Rapids expressed the following beliefs in what creates a strong economy and the importance of major employers.

- A healthy business area is one in which new businesses replace outgoing businesses.
- Business areas can provide jobs for local residents; local residents are good labor pools for businesses.
- Locally owned businesses bring money into neighborhoods.
- Strong businesses help build the city's tax base.
- Incentives are needed to attract new companies.

The significance of the need to insure strong industries within the city cannot be understated; nor can emerging trends be ignored, such as a life sciences corridor, mixed-use, and the rising number of workers and corporations who are attracted to areas that can provide a high quality of life. These trends can lead to a strong, successful future with community support. A number of issues exist, however, that may impede or prove to serve to limit the degree of success. These issues include:

- empty or under-used buildings and/or land;
- industrial uses in older commercial areas;
- expansion of businesses into adjacent neighborhoods;
- locating redevelopment opportunities;
- lack of an educated workforce;
- hours of operation or the lack of public transit to bring people to and from their jobs;
- limited handicap access in many older buildings (building code issues);
- environmental contamination.




A citywide community forum was held at each of the public high schools.

## 5.2 - Visions

One of the first steps of the master plan process was to ask the citizens of Grand Rapids what they would like to see the city look like twenty years from now. At the first community forum more than 300 people came together to discuss the future of Grand Rapids. Their discussion was guided by the information gathered during a series of neighborhood and business association meetings and discussion guide responses collected in the first two months of the planning process. Eleven major categories summarized key issues and provided participants a variety of discussion topics from which to choose. The beliefs and issues used at the forum were developed from the strengths, weaknesses, opportunities and threats identified previously. Statements and images that described a vision, or preferred future, for Grand Rapids were then created by forum participants in small groups. The following visions emerged.

### 5.2.1 - Business Climate

We will work proactively to continuously improve the city's business environment to encourage investment, diversify our economic base and expand employment opportunities. We will make the best possible use of existing resources to produce sites for business development within the city's boundaries through brownfield clean-up, the reuse of older buildings and the assembly of larger parcels for redevelopment. Grand Rapids will offer creative zoning, flexible financing tools, a streamlined approval process and the transportation, utility and technology infrastructure that business needs to succeed. Businesses will have access to capital and good information about available real estate and how to work with local job placement and training programs. As the western anchor of Michigan's Life Sciences Corridor, we will become a center for innovation in biotechnology and health services.



PLAN  
GRAND RAPIDS

Business/Job Opportunities


**Topic:**

**Issue:** What & Where Are Redevelopment Opps

(OUR VISION)

WE, THE PEOPLE, CREATE A STIMULATING ECONOMY TO ELIMINATE POVERTY THRU' AN EDUCATED WORK FORCE WHICH PROMOTES WELL PAYING JOBS, DIVERSITY IN BUSINESS AND MEETS THE NEEDS OF THE COMMUNITY AND NEIGHBORHOOD AND USES VACANT AND UNDER-UTILIZED PROPERTIES.

**Vision Statement**



**Picture/Symbol** Wade-Trim Team



Topic: Business/Job Opportunities

Issue: Room 116

To offer more educational and job training opportunities, in Spanish and English, in order to promote fair representation of Hispanic women and men to have better supported and successful families -

#### Vision Statement



Picture/Symbol

Wade-Trim Team

## 5.2.2 - Job Diversity and a Productive Workforce

Educational partnerships between the business community, the public schools and our institutions of higher learning will offer all of our residents unparalleled opportunities to succeed in the workplace and contribute to the vibrancy of our economy. Our commitment to excellence in education and job training, and the availability of high quality public transit and child care, will be instrumental in moving people into work, out of poverty and up the job ladder. The skills and productivity of the people who make up our workforce will be recognized as significant economic assets. In turn, Grand Rapids' businesses - many of which are locally owned - will provide well paying jobs that support families.

## 5.2.3 - Building on Our Assets

We will succeed in making our most important natural feature - the Grand River - increasingly visible and usable by converting riverfront industrial sites to parks and new development that welcomes people to the river's edge.

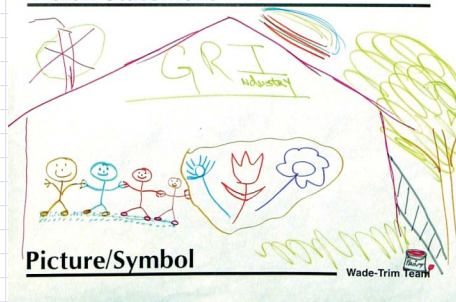


Topic:

Issue: Empty/Vacant, Under-utilized Buildings Property

We are redeveloping and re-using properties in all neighborhoods in a user-friendly manner that beautifies and unites our communities and reflects our diversity and successfully maximizes capacity and productivity.

#### Vision Statement



Picture/Symbol

Wade-Trim Team

Posters are from the first Master Plan Community Forum held at Central High School in March 2001.

## Cities Bounce Back

For most metropolitan cities, the 1970's were a disaster. St. Louis, for example, lost a little more than a quarter of its population. A fifth of the people in Detroit and Buffalo fled to the suburbs or left for opportunities in the Sun Belt. The 2000 census reveals that many cities gained population in the last decade and some enjoyed their best decade since the 1950's.

Grand Rapids mirrored this trend. After losing eight percent of its population in the 1970's, the city gained 16,000 new residents in the next two decades, and now has its largest number of residents ever.

An upward trend in population is only one indication of a city's health. But there may be a correlation between population growth and a vibrant urban environment. Five of the cities that had their best decade in the 1990's - Boston, Denver, Minneapolis, New York, and San Francisco - are among the top "24-hour cities" picked by the 2000 *Emerging Trends in Real Estate* report as the best bets for investment and development.

### City of Grand Rapids

Census Year	Population	Change
1960 .....	177,313	
1970 .....	197,649	11.5%
1980 .....	181,843	-8.0%
1990 .....	189,126	4.0%
2000 .....	197,800	4.6%

Adapted from: Census Reports and "Cities Bounce Back," *New Urban News*, Vol. 6, No. 4, June 2001.





The adaptive reuse of older industrial buildings is an important issue for a sustainable economy.

## 5.3 - Plan Recommendations

To provide a basis for achieving these visions, characteristics of a diverse, sustainable economy are presented and referenced to recommendations in Chapters 3 - 9. In addition, plan recommendations focus on:

- existing industrial districts in which a change in land use should be encouraged, and those in which industrial use should be retained;
- the role of light industry as a component of mixed-used use development;
- the benefits of mixed-use as a context for institutional expansion in the center city;
- the importance of coordinating the location of job centers with decisions on transit.

### 5.3.1 - Sustainability and Diversity

Grand Rapids can have a sustainable economy by adapting to changing conditions and re-using existing resources in new ways. Sustainable economic growth promotes adaptive reuse, brownfield clean-up and reinvestment in already developed areas as an alternative to the “take-make-waste” pattern of sprawl. Revitalization of Downtown, the adaptive reuse of older industrial and commercial buildings in the North Monroe and Heartside areas and plan recommendations for reinvestment in the city’s older neighborhoods and traditional business districts (see *Chapter 3 - Great Neighborhoods - Page 27* and *Chapter 4 - Vital Business Districts - Page 47*) provide examples of this kind of sustainability.

A sustainable economy also emphasizes quality of life as a key factor in attracting and retaining a balance of household types and incomes, as well as employers and a skilled workforce. Recommendations on important factors that influence the city’s quality of life - including the range of housing choices Grand Rapids offers, its schools, the quality of its built environment, its recreational and open space opportunities and its environmental quality - are addressed in visions and policy recommendations throughout the Master Plan. (See *Chapter 3 - Great Neighborhoods - Page 27*, *Chapter 7 - A City that Enriches Our Lives - Page 89*, *Chapter 8 - A City in Balance with Nature - Page 103* and *Chapter 10 - Development Character - Page 117*.)

Plan recommendations also touch on the question of fiscal sustainability (the need to balance municipal revenues and expenditures) by recommending that public investments be targeted (and leveraged), that incentives for desired private investment be established and that public/private partnerships be created. While the public sector can help to encourage and guide development, it is the private sector

that actually makes the majority of the investment needed to accomplish plan recommendations. As a result, limited public resources must be invested strategically to maximize returns in achieving desired outcomes.

Grand Rapids can have a diverse economy by creating an environment that supports overall business success, rather than focusing on a single sector. As recommended in *Chapter 4 - Vital Business Districts - Page 47*, Grand Rapids can also enhance the diversity of its economy by placing as much emphasis on nurturing the success of local entrepreneurs as it does on attracting major new employers. A diverse economy includes a variety of large and small job-generating uses including retail and services, arts and entertainment, government and professional offices, educational and health care institutions, technology and industry. Plan recommendations in this chapter focus on industry, mixed-use employment centers and institutions located on Downtown's edges. Master Plan recommendations for offices, retail and services uses are addressed in the preceding chapter (*Chapter 4 - Vital Business Districts - Page 47*).

### 5.3.2 - Industry

Compared to national trends, Grand Rapids has done well in retaining manufacturing jobs over the past 15 years. Continuing efforts to diversify the city's industrial base have contributed to this success; while jobs have been lost in some industries (for example, furniture and fixtures), increases have been experienced in others (for example, printing and publishing). In manufacturing, as in other business sectors, many firms are locally owned. In addition, the majority of manufacturing firms located within the city are small, employing 20 or fewer people.

Although Grand Rapids has many assets that make it an attractive business location, the city also faces certain disadvantages in comparison to undeveloped "greenfield" areas in the larger metropolitan region.

Space for new industry and for the expansion of existing industry is limited. Available sites are relatively small and often need environmental remediation. Available buildings can also present environmental problems and be expensive to bring up to modern code requirements. While the city can help to overcome these disadvantages, it is important to have a clear understanding of where time and resources should be targeted. The following recommendations for future patterns of industrial land use can help to achieve this.

**Rail and Highway Corridors** - As primary travel modes have changed over time - from water to rail to streets and highways - the patterns of industrial development in Grand Rapids (and the region) have also changed. In Grand Rapids, both the river and rail corridors became the "spines" of industrial development. Today, Grand Rapids industries do not depend on water for power or transportation. Many industries rely more heavily on truck access and proximity to highways (and airports) than on rail. The cost and convenience of competing transportation modes may continue to change in the future, however. As a result, industries that have ready access to both rail and highway corridors will retain flexibility as a competitive advantage.

While some light industrial uses can fit compatibly in a mixed-use development context, other industrial uses, because of their scale and/or external impacts, function best in single purpose industrial districts that are buffered from neighborhoods and shopping areas. Examples of these uses might include: truck terminals and distribution centers, contractors' yards, industrial laundries, and uses that manufacture or treat goods from raw materials. As shown on the *Future Land Use Map (Figure 2.a - Page 21)*, the Master Plan recommends the retention of industrial districts that are located on rail lines and can provide easy access to highways without routing



The majority of manufacturing firms within the city are small, employing 20 or fewer people.



Attractively landscaped front yards in industrial areas improve compatibility with neighborhoods.







1886 Bird's Eye View Map of Grand Rapids.

trucks through residential areas. The design of streets serving these industrial districts must balance needs for truck access with other priorities, for example, establishing attractive gateways to the city. In some instances, parcels on the edges of these districts may be consolidated to create improved buffers and transitions to adjacent neighborhoods and business districts.

While design and development standards in these industrial districts will not be as stringent as those for light industrial development in mixed-use areas, some standards that address buffers and transitions may still be appropriate. For example, industrial uses fronting on major entrance corridors to the city should be encouraged to:

- provide attractively landscaped front yards;
- step down building heights toward the street;
- articulate front façades to create a sense of scale;
- provide doors and windows overlooking the street;
- use higher quality materials on front façades;
- avoid excessive fencing and make fencing attractive (no barbed wire);
- screen outdoor storage yards.

In some recommended industrial districts, for example the Godfrey corridor, multi-story 19<sup>th</sup> century industrial buildings coexist with more contemporary industrial uses. As in the North Monroe area, the adaptive reuse of these buildings for a mix of uses should be encouraged. This mix might include loft housing, artist/artisan studios, offices and retail.

Over time, some existing industries may relocate outside of the city. If this happens, it will be appropriate to re-evaluate the affected area's land use designation. For example, if the existing industrial users in the area bounded by 28<sup>th</sup> Street, Madison and the Norfolk Southern rail line were to relocate, this area could become a logical extension of the proposed village mixed-use center at 28<sup>th</sup> Street and Division Avenue. Such a change in land use (from industrial to mixed-use) would be especially appropriate if the existing rail line were abandoned in the future. (See *Supplement B* for an illustration of one possible scenario for future development at 28<sup>th</sup> and Division.)

**Riverfront** - Since the city's founding, the Grand River has been a focus of job creation. Although the nature of those jobs continues to change, the city's relationship to the river remains critical to its economic development future. People in Grand Rapids would like to improve the visibility of, and access to, the river as an asset for both economic development and quality of life. The riverfront can offer special



opportunities for economic diversification, job creation and expanding higher density housing choices; while at the same time increasing recreational use and improving environmental stewardship. As a result, the Master Plan (see *Figure 2.a - Future Land Use Map - Page 21*) recommends that a change in land use be encouraged along the riverfront north of Wealthy Street<sup>1</sup> from industry to open space and mixed-use. In the area north of I-196, east of US-131 (on the west side) and west of Monroe Avenue (on the east side), this mix of uses should give priority to:

- the addition of open space;
- continuous public access along the river edge;
- medium- and high-density residential development on the riverfront.

New job-generating uses along the riverfront could include offices, educational or cultural uses and hotels. Retail, restaurant and/or entertainment can also be encouraged as accessory uses located in the same building as a primary residential, office or hotel use. A mix of uses within a single building or development parcel should be encouraged. Development densities that capitalize on the value of a riverfront location, and the control of surface parking, are recommended.

**Resource Extraction Areas** - A significant land area in the southwest portion of Grand Rapids – including the former Butterworth Landfill and the area immediately to the west of I-96 – were historically used as resource (gypsum, gravel) extraction sites. While these mining operations have been phased out, more than 200 acres of disturbed land remain that are currently zoned for single family residential use (R-1)<sup>2</sup>. The Master Plan recommends that this

<sup>1</sup>On the west bank of the Grand River south of Wealthy Street, planning is underway for the development of a park on the Butterworth Landfill. This new riverfront park will link to Kent County's planned Millennium Park located directly to the south on the Grand River and Kent Trails. On the east bank of the Grand River, the Master Plan proposes that the river edge (west of Market Street) become part of the continuous riverfront open space/trail system.

<sup>2</sup>The Butterworth Landfill is owned by the city and is planned to become a park.

low-density residential land use designation be maintained until more information is available on existing conditions and the constraints they pose for future development. As a result, any proposal for non-residential development will require rezoning, including the notification of adjacent property owners and a public hearing.

When a geotechnical analysis for this area is undertaken, it may be determined that residential development is not financially feasible in the majority of the area. If so, alternative uses will have to be considered. In the interim, it may be appropriate to allow limited use for outdoor storage (with a special approval) in areas that are immediately accessible from existing streets and are well buffered from existing residential development.

### 5.3.3 - Industry as a Component of Mixed-Use

With well defined design guidelines and performance standards, many light industrial uses can co-exist compatibly with a mix of office, retail and housing - not only on the riverfront, but also in portions of Downtown and in the proposed mixed-use areas to the north and south of Downtown and on the Near West Side (*Figure 2.a - Future Land Use Map - Page 21*). Examples of these light industrial uses might include: laboratories, designer's or builders shops, photo labs, artist's studios and artisan's workshops, small scale manufacturers of food products or small assembled products from prepared materials. In riverfront, Downtown and near Downtown areas, light industrial uses that are relatively small in scale, provide a high ratio of employees to floor area and do not generate high volumes of truck traffic are particularly appropriate as part of the use mix.

Encouraging a broader mix of uses in existing industrial areas on the riverfront and near Downtown is an important strategy in creating a human scale, walkable and transit-supportive city. To be success-



*Development should capitalize on the value of the riverfront.*



*Many light industrial uses are appropriate in mixed-use areas.*







The former Butterworth Landfill Site has been remediated and planning is underway for the development of a park.



Health care and research institutions are important economic anchors and incubators.

ful, these mixed-use areas must be carefully planned and designed to provide incremental transitions in use intensity and building scale, coherence in architectural design and a pedestrian-friendly public realm. As noted above, performance standards are also needed to control impacts (for example, noise and truck traffic) that can reduce quality of life.

Recommended *Development Objectives for All Mixed-Use Areas* are presented in *Figure 3.g - Page 37*. Descriptions of the *Purpose, Recommended Uses and Special Considerations for Mixed-Use Areas* are presented in *Figure 3.h (see Mixed-Use Area Types A and B) - Page 38*. In addition, the development guidelines in *Chapter 10 - Development Character - Page 117* provide one example of industrial mixed-use; examples of how plan recommendations and guidelines might be applied (Near West Side and in the vicinity of Plainfield/Leonard) are in *Supplement B*.

These Master Plan materials provide a starting point for undertaking more detailed area-specific plans for each proposed mixed-use area. These area-specific plans should determine where existing development should be protected and enhanced and where future redevelopment should be encouraged. These more detailed planning efforts, undertaken with the collaboration of the city, area land owners, developers, residents and business owners, are essential in establishing a foundation for successful mixed-use development.

### 5.3.4 - Institutions

In a global economy, businesses' most important raw material is skilled and dedicated workers. As a result, colleges, universities and technical schools are critical economic resources, as well as important job generators in and of themselves. Similarly, health care institutions – especially those engaged in biotechnology research and development – are important economic anchors and incubators.

Consistent with national trends, service jobs (in-

cluding those associated with health care) are the fastest growing sector of the Grand Rapids employment market; most of these service jobs are located in the Downtown area. As a result, Grand Rapids needs land use patterns for the future that can allow and encourage these institutions to grow within the city – but to do so according to rules that recognize important priorities for preserving neighborhoods, creating walkable streets and managing traffic and parking demand.

The existing pattern of land use in Grand Rapids outside of the Downtown area also includes many institutional uses - from elementary schools to college campuses - that are already integrated into the development fabric. In some instances, it would be very difficult to expand the physical boundaries of these institutional sites in any significant way. (Metropolitan Hospital is an example.) In other instances (for example, Cornerstone College) such expansion may be possible. Because each situation is unique, the Master Plan recommends that institutions, neighborhood and business organizations work in collaboration with the city to explore alternatives and find appropriate solutions to expansion needs.<sup>3</sup>

**Mixed-Use** - The Master Plan recommends that the major educational and health care institutions located in and on the edges of Downtown be encouraged to remain and expand within a mixed-use development context that:

- encourages ground level retail and services along major streets;
- emphasizes the quality of the pedestrian environment;
- reduces traffic and parking demand by encouraging the use of transit, carpooling, cycling and walking;

<sup>3</sup>The possible need to consider reuse options for public schools that may be closed in the future presents a close parallel to the issue of institutional expansion. Indeed, institutional uses are one of several likely options for the reuse of these buildings. Guidelines for one example of school site reuse (that assumes that the existing building is retained) is provided in *Chapter 10 - Page 115*.



- controls the amount, location and design of surface parking;
- incorporates higher density housing to provide compatible transitions to existing single-family neighborhoods.

This mixed-use approach to planning for institutional expansion will not only protect the livability of center city neighborhoods; it will also present a positive image of the city to visitors from the metropolitan region and beyond.

The general purpose and recommended uses for institutional mixed-use areas on the edge of Downtown are described in *Figure 3.h - Purpose, Recommended Uses and Special Considerations for Mixed-Use Areas - Page 38* as Type C. In addition, it should be noted that public and private institutions (including, for example, educational and cultural uses) can also be components of Type A and B proposed mixed-use areas. The recommended uses for neighborhood, village and sub-regional mixed-use centers proposed throughout the city (see *Figure 2.a - Future Land Use Map - Page 21* and *Figure 4.b - Hierarchy of Mixed-Use Centers - Page 56*) also include institutional uses (for example, schools, churches, branch libraries, post offices, recreation centers and social service agencies). A limited number of smaller scale institutional uses (elementary school, branch library, agency outreach office) are most appropriate in or adjacent to the core of neighborhood centers, the smallest in the suggested hierarchy of mixed-use centers. Because of their larger size, village and sub-regional mixed-use centers can accommodate a broader range of larger institutional uses (recreation center, technical school, church) both in their core or inner ring areas.

Overall *Development Objectives for All Mixed-Use Areas* are presented in *Figure 3.g - Page 37*. Guidelines for one example of institutional mixed-use are also provided in *Chapter 10 - Development Character - Page 117*.

### 5.3.5 - Job Centers and Transportation

The Master Plan recommends that major job centers be located on transit lines so that employees have the option of getting to work without their cars<sup>4</sup>. In addition, the expanded use of transportation demand management programs is recommended to encourage transit use, car- or van-pooling and walking or cycling to work. This, in turn, will reduce peak traffic volumes and the amount of on-site parking needed. In mixed-use areas, parking should be treated as a resource shared by uses that experience peak parking demands at different time of the day. Streets that carry major volumes of traffic should also be designed to ensure that they create an appropriate environment for pedestrians and cyclists, as well as cars and trucks.

### 5.3.6 - Urban Redevelopment Council

Established in 1995, the Urban Redevelopment Council serves in an advisory capacity to the City of Grand Rapids and the Right Place Program<sup>5</sup> to bring the “voice of the business community” to the city’s urban redevelopment work. The Council’s mission is to promote business retention, expansion and attraction activities in the city through the productive reuse of land and buildings, while strengthening collaboration between the city and other units of government within the region. The council’s 2002 Strategic Plan presents the following goals:

- develop an aggressive land assembly strategy for the city;

<sup>4</sup>It is also important to note that the Interurban Transit Partnership (ITP), the regional transit agency, is focusing special attention on improving transportation services to link low income populations to employment (and daycare) locations by expanding existing van service.

<sup>5</sup>The Right Place Program, a regional economic development agency, works under contract with the City of Grand Rapids to assist with land and building site preparation, business assistance, marketing and promotion of development opportunities and partnerships with private, government and community groups involved in economic development.

- promote the development of additional Renaissance Zones;
- promote the development of an industrial park (in collaboration with the City of Walker) that supports sustainable business practices;
- build partnerships on urban redevelopment with communities that border Grand Rapids.

These goals should be pursued in a manner consistent with the Master Plan’s recommendations, objectives and policies.



Major job centers should be located on transit lines.





Photo courtesy of ArtWorks Expanded Visions 2001 youth apprenticeship program.

## 5.4 - Objectives and Policies

The following objectives and policies summarize what needs to be done to achieve the vision and plan recommendations presented on the preceding pages so that Grand Rapids will have the land use and transportation patterns that support a positive business climate, a diverse job base and a productive work force. Above each objective is a line of theme icons. The icons illustrate how a particular objective is interrelated with another Master Plan theme. See Page 24 for a description of each theme.



### Objective SE 1

Capitalize on the Grand River as an asset for economic development and quality of life by encouraging a change in land use along the riverfront from industry to open space and mixed-use.

- a. North of Wealthy Street, encourage mixed-use development that adds open space, provides public access and gives priority to medium- and high-density residential development along the river's edge. Encourage development that takes advantage of valuable riverfront land by discouraging one-story buildings and controlling surface parking (see *Figure 3.g - Development Objectives for All Mixed-Use Areas - Page 37* and *Figure 3.h - Purpose, Recommended Uses and Special Considerations for Mixed-Use Areas: Type B - Page 38*).
- b. South of Wealthy Street, pursue plans for park development at the Butterworth Landfill and the extension of the riverwalk (see *Figure 7.c - Open Space Framework Plan Map - Page 95*).
- c. Develop standards for accommodating light industry as a part of the riverfront use mix (for example, small scale, low impact, high employment).
- d. Undertake area-specific planning as a catalyst and guide to reinvestment (based on mixed-use recommendations in *Figure 3.g - Development Objectives for All Mixed-Use Areas - Page 37*, *Figure 3.h - Purpose, Recommended Uses and Special Considerations for Mixed-Use Areas - Page 38* and *Figure 4.b - Hierarchy of Mixed-Use Centers - Page 56*).



### Objective SE 2

Capture the benefits of improved riverfront visibility and access by encouraging mixed-use development in near-Downtown industrial areas east of US-131 and west of Monroe Avenue.

(*Figure 3.h - Purpose, Recommended Uses and Special Considerations for Mixed-Use Areas: Type A - Page 38*.)

- a. Improve connections from all neighborhoods to the riverfront (in particular, by reducing the barrier created by the US-131 embankment).
- b. See also SE 1.d.



### Objective SE 3

Retain industrial districts located on rail lines that can provide easy access to highways without routing trucks through residential areas.

- a. Consolidate parcels for industrial use on the edges of these districts.
- b. Develop standards that improve buffers and transitions to adjacent neighborhoods, business districts and major entrance corridors to the city.
- c. Encourage the adaptive reuse of pre-World War II industrial buildings wherever possible.





#### Objective SE 4

**Encourage major institutions to remain and grow in a mixed-use context in Downtown and on its edges.**

*(Figure 3.h - Purpose, Recommended Uses and Special Considerations for Mixed-Use Areas: Type C - Page 38.)*

- Protect neighborhood edges by creating incremental transitions in use intensity and building scale.
- Adopt transportation demand management strategies to reduce traffic increases and on-site parking requirements; carefully control the amount, location and treatment of surface parking.
- Provide a pedestrian-friendly street network with ground floor retail and service uses on major streets.
- See also SE 1.d.



#### Objective SE 5

**Accommodate appropriately scaled institutional uses as components of proposed mixed-use neighborhood, village and sub-regional centers.**

*(Figure 2.a - Future Land Use Map - Page 21 and Figure 3.g - Development Objectives for All Mixed-Use Areas - Page 37.)*



#### Objective SE 6

**Improve public transit access to work places by coordinating the location of major job centers with existing and proposed transit lines.**



#### Objective SE 7

**Encourage business investment while balancing economic growth with priorities for neighborhoods, the natural environment and the quality of the built environment.**

- Provide investors and developers easy access to economic, market, workforce and real estate information.
- Give greater emphasis to technical assistance for small businesses to foster entrepreneurship, business start-ups and local ownership.
- Nurture existing business to promote sustainable growth.
- Provide the transportation, utility and technology infrastructure needed to support commerce.
- Use public investments strategically to leverage desired economic development in appropriate locations.
- Assist in the production and marketing of attractive business development sites, offering a range of site sizes, land use types and locations.

- Provide flexible financing tools, a streamlined development approvals process and connections to appropriate employee placement and training programs.
- Make development approvals predictable, fair and efficient.
- Help to coordinate economic development initiatives within the metropolitan region.



#### Objective SE 8

**Encourage business development and continued economic diversification to deepen and broaden the range of jobs and pay scales available within the city.**

- Give particular emphasis to attracting and retaining businesses that provide jobs that pay a living wage and can support families.
- Promote the availability of good transit service and quality, affordable day care for the children of working families.



#### Objective SE 9

**Encourage educational partnerships that promote youth development and improve the job skills of citizens of all incomes.**



